

PROJECT OBJECTIVES, GOALS, AND IMPLEMENTATION (POGI)

Summer Institutes for European Student Leaders
ECA/A/E/EUR-11-07
Bureau of Educational and Cultural Affairs
Office of Academic Exchange Programs
European and Eurasian Programs Branch

The POGI guidelines apply specifically to the Request for Grant Proposals (RFGP) issued by the Office of Academic Exchange Programs, European and Eurasian Programs Branch (ECA/A/E/EUR), for two Summer Institutes for European Student Leaders: The Institute on Environmental Stewardship, and The Institute on Innovation and Economics. Proposals must conform to the RFGP, the Guidelines stated in this document, and the standard Proposal Submission Instructions (PSI). Applications not adhering to the conditions set forth herein may be deemed technically ineligible. These guidelines are specific to the program mentioned above and are IN ADDITION TO the Standard Guidelines outlined in the PSI. If there is a perceived disparity between the standard and program specific Guidelines and the program information supplied in the accompanying RFGP, the RFGP is to be the dominant reference.

I. PROGRAM DESCRIPTION AND DESIGN

The Bureau of Educational and Cultural Affairs (ECA) invites proposals for the design and implementation of two (2) Summer Institutes for European Student Leaders: The Institute on Environmental Stewardship, and The Institute on Innovation and Economics. In addition to the academic focus of each Institute, the Summer Institutes are intended to introduce European students to U.S. culture and society. The Institutes should include cultural components that allow students to become familiar with their host city and participate fully in campus life. The Institute should take place during a five-week period, beginning mid-July 2011. Descriptions of each of the two Summer Institutes are provided below. Applications may include proposals to administer one or both of the Summer Institutes. The implementation of the Summer Institutes is subject to the availability of FY 2011 funds.

A. OVERVIEW

PROGRAM DESCRIPTION

1. **The Summer Institute on Environmental Stewardship** should use experiential learning techniques to expose participants to current themes in studies of the environment, including natural resource management, sustainable development/ sustainable agricultural practices, food security, ecotourism, energy generation (new and traditional forms), and water management and treatment. The issues should be explored from numerous angles: local grassroots activism and civic initiatives, market-oriented approaches, and federal government policies and regulation. The Institute might also examine the relationship between environmental security and national security. Finally, the Institute should explore environmental issues in the context of a globalized society, and draw comparisons between the United States and the participants' home countries.

The Institute should also provide opportunities for participants to engage with policy makers, individuals in

technical positions, community representatives, indigenous leaders, and other key actors committed to the protection and management of the environment.

The Summer Institute on Environmental Stewardship will host approximately 18 undergraduate students. Student participants are expected to be conversant in English; however, the host campus should be prepared to offer English language support, such as individual tutoring or small-group classes, if necessary.

2. **The Summer Institute on Innovation and Economics** should provide participants with an overview of entrepreneurship, including ways of employing entrepreneurial skills to address social issues. The Institute should review the development, history, challenges, and successes of social entrepreneurs and community leaders, in the United States and globally. Topics may include, but are not limited to, microfinance; organizational development and management; grant writing; innovation; emerging markets and risk analysis; strategic business planning; corporate social responsibility; problem-solving; and, women and minorities in entrepreneurship.

The Summer Institute on Innovation and Economics will host approximately 16 undergraduate students. Student participants are expected to be conversant in English; however, the host campus should be prepared to offer English language support, such as individual tutoring or small-group classes, if necessary.

B. PARTICIPANTS

The Institutes will host European undergraduate students from diverse backgrounds. The students should be encouraged to implement a public service project when they return home, contribute to a better understanding of American society among their university classmates and compatriots, help promote academic exchange programs among their peers, and become active alumni of the Summer Institutes for European Student Leaders.

The following are the general characteristics expected of candidates for this program:

Participants will:

- be able to participate in the program in its entirety;
- have at least one year of university study remaining;
- be at least 18 years old by the start of the summer institute program in the U.S.;
- be conversant in English;
- be committed to returning to their home to enroll in post-secondary study or continue study at a post-secondary institution in the fall of 2011;
- have a high level of academic achievement, as indicated by academic grades, awards, and teacher recommendations;
- have had no or extremely limited study or travel experience in the United States;
- be mature, responsible, independent, and open-minded; and
- be willing and able to participate fully in the Institute academic program, including attending all sessions, completing all assignments, and contributing to classroom discussions.

The participating Fulbright Commissions will identify, screen and nominate the candidates. The Fulbright Commissions in Denmark, France, Germany, the Netherlands, Norway, Portugal, Spain, Sweden, and the United Kingdom will recruit participants for the Institute on Environmental Stewardship. The Fulbright Commissions in Denmark, France, Germany, the Netherlands, Norway, Portugal, Spain, and the United Kingdom will recruit participants for the Institute on Innovation and Economics. Final selections will be made by ECA. Efforts will be made to recruit participants from non-privileged backgrounds and from all geographic sectors of the participating countries. The objective is to select individuals who represent both genders as well as a range of religious, cultural, ethnic, and socio-economic backgrounds.

Please note: Proposals must demonstrate sensitivity to the cultural traditions and religious practices of the participating students. Special requirements and restrictions regarding diet, worship, housing and medical care must be considered.

C. PROGRAM DATES

The Institutes should be 35 days in length (including arrival and departure days). The participants will travel from Europe to the United States in mid-July. The host university should be prepared to send representatives to meet the participants at the arrival airport and escort them to the campus. At the end of the program, participants will travel to Washington, DC, for meetings with civic leaders and representatives of the United States Government. The host university should coordinate the meetings together with ECA and budget for all costs related to the visit, including transportation to Washington, lodging, and meals. The participants will depart for Europe from one of the Washington area airports and should be escorted to the airport and assisted in their departure. Round-trip international travel will be booked by the participating Fulbright Commissions.

PROGRAM DESIGN

Pre-Departure Information – Website and Mailing

The host university will be responsible for making pre-departure administrative and academic materials available to participants via an Institute website in advance of their travel to the United States. It may be asked to send hard copies of the materials to the participating Fulbright Commissions. The website must be updated to note changes in the Institute program schedule, provide lists of additional readings, display photos of Institute activities and distribute other useful information. The host university is expected, as a courtesy, to mail each participant an official welcome letter. ECA will provide a checklist of information to be covered in this letter.

The materials sent in advance to the Fulbright Commissions should provide details about class schedules, day-to-day activities, homework assignments and other program activities so that students will be well informed in advance about the academic nature of the program and their responsibilities.

Campus Orientation

Participants should be met by host university program staff on arrival and should travel directly to the host university campus. The host university should organize a campus orientation that provides an overview of what the participants should expect during the Institute and facilitates their adjustment to daily life in a new cultural environment. Other topics will be related to the campus and local community; security issues; medical and health facilities; and the availability of foods that meet specific dietary requirements. The orientation should apprise them about the extracurricular activities available on campus, including sports and social events that will bring them into contact with American students.

As part of the orientation or immediately following it, there should be a pre-academic session that gives a concise overview of the program and its components, including principal objectives and major themes. The academic director should use this opportunity to discuss guidelines that encourage active participation in the classroom and respect for the views of all participants; to set out ground rules that inform students about appropriate classroom and campus conduct; and to explain the participatory nature of the American classroom, academic course workloads, and communication with instructors and peers. Attention should be given to homework requirements and responsibilities, as some of the participants may not be accustomed to the assignment workload expected of American students in a summer academic program.

Opening and Closing Events

The host university should organize an on-campus event (e.g., luncheon, dinner or reception) to formally inaugurate the program, to which key contacts and resource persons from the host institution and the community may be invited. At the conclusion of the program there should be a closing or farewell event on campus. Following this event, participants will travel to Washington, DC, for a two or three day debriefing hosted by ECA. The host university will be responsible for all costs related to the debriefing, including transportation to Washington, lodging and meals. ECA will provide guidance on the structure of the debriefing.

Access to the Library

Maximum access to the host university's libraries should be arranged for the participants and a formal orientation to library services should be conducted during the first week of the program.

Computers and Training

The participants should be given access to computers and the Internet and provided with e-mail accounts during the first week of the program. If not included as part of the academic component, computer training and technical support should be made available for those participants who require it. Participants should have convenient access to a sufficient number of computers during their free hours (evenings and weekends), for both program-related and personal use.

Free Time

The schedule of activities should be intensive enough to make optimal use of time but leave sufficient free time for participants to pursue individual interests, socialize with fellow participants and American counterparts, exercise, and relax. Their schedules should allow adequate time to complete readings and prepare class assignments. Weekend activities with mentors are encouraged and should offer students opportunities to experience U.S. life as well as foster group cohesion.

Institute Bibliography

A bibliography of readings should be included in the proposal for each of the program components. The proposal should indicate which of these materials will be purchased in advance for participants.

Books and Materials

The host institution should facilitate the acquisition of relevant books and material by the students while they are in the United States for use during the Institute, as well as their shipment home. A book shipping line item should be included in the budget. The budget should include an allocation for a supplemental book allowance of \$200 per participant.

Housing and Meals

Housing and meal arrangements are a critical dimension of program planning and must be discussed in detail in the proposal. In general, housing arrangements should be similar to those provided to U.S. undergraduate students, with two students sharing a room. Walking distance to daily classes should be taken into account. Gender-specific bathrooms are required. In all cases, the accommodations should respect the privacy, comfort, and convenience of each participant and provide conditions conducive to study and relaxation. Arrangements should be made for students to eat in a campus cafeteria, or similar establishment, Monday through Friday with the meals paid for in advance by the program. It is essential that the host university identify campus and off-campus eating establishments that meet halal standards and give students the opportunity to take meals at these establishments at least once a week. In addition, the host university should identify options for vegetarian meals and apprise students about the availability of fresh fruits and vegetables.

Except for overnight travel, students will not be provided with a per diem. However, students should receive an allowance of \$20 a day to use as they wish for incidental expenses.

Cultural Activities

Cultural activities are essential to a well-balanced program. Programming such as group nights at the theater, concerts, sports events, city tours and other age-appropriate outings should be arranged for the participants. Participants should be given as many opportunities as possible to join informal and formal gatherings of ordinary Americans from various ethnic, social, and professional backgrounds, as well as spend time with American students who may be enrolled in other summer programs on campus. At more formal events, such as meetings of civic organizations, it may be appropriate for the participants to make presentations about the Institute or their home countries as a means to promote mutual understanding. Discussion groups and other conversations with American peers should take place as frequently as possible.

Evaluation

The academic director of the Institute should meet with the participants, individually and as a group, on a regular basis, to ensure that academic, administrative, and personal problems are acted upon promptly. The host university is responsible for designing and administering pre-program and follow-up evaluation questionnaires intended to gauge the program's longer-term impact on the participants. The Fulbright Commissions in each of the participating countries will conduct a formal debriefing session with the participants on their return to Europe.

Institutional Capacity

The proposal should briefly identify and discuss institutional strengths, such as faculty, libraries, relevant departments, and major administrative units that will contribute to the success of the program.

II. PROGRAM SPECIFIC GUIDELINES

PROGRAM ADMINISTRATION

A. HOST INSTITUTION RESPONSIBILITIES

Program Management

The proposal should demonstrate strong management capabilities for all program components. Experience has shown that the overall success of the Institute depends on the administrative, supervisory and organizational

capabilities, and personal commitment of the project staff, from the senior academic and administrative directors to the faculty and student coordinators and mentors and administrative staff.

Staff

Proposals should include an Institute staffing pattern and a discussion of how responsibilities will be shared among staff members. While no single staffing pattern is recommended, the Institute must designate a **project director** who will be present throughout the program to ensure the continuity, coherence and integration of all aspects of the academic program, including the educational travel component. Where feasible, two scholars might share responsibility for the academic program (either as academic co-directors or as principal and deputy director). The project director(s) is/are responsible for direct supervision of the students, the overall planning and implementation of the Institute program, and for overseeing its day-to-day management. The director or one of the co-directors must be a faculty member of the host institution.

An **administrative director or coordinator** should be assigned to oversee all student support services, budgetary, logistical, and other administrative arrangements. This should be an individual with relevant college or university administrative experience, including familiarity working with the host institution's budget and finance office, housing office and other relevant offices, as well as demonstrable experience working with international students.

It is important that the host university retain at least two (2) highly qualified **U.S. mentors/escorts** who exhibit cultural sensitivity, an understanding of the program's objectives, and a willingness to accompany the student participants throughout the program. The mentors should be undergraduate students currently enrolled in the host university and should receive adequate compensation from the host university. Other staff positions may be designated as appropriate.

Specific administrative responsibilities will include the following:

Participant Arrival and Departure

The host institution's staff should arrange to meet each participant at the airport upon arrival in the host city. At the conclusion of the program, staff should arrange to escort all participants to Washington, DC, area airports for their return-trip travel and remain at the airport until the students have checked their bags and entered the appropriate departure area.

Medical Care/Treatment

Contingency plans with local health care providers (doctor, dentist, pharmacy, and clinic) should be made to respond to routine health care needs and medical emergencies. Institute staff should be prepared to help arrange for appropriate medical treatment and assist participants in filing claims with the ECA-designated health benefits plan and cover any co-pays. A line item for co-pays should be included in the budget.

English Language Assessment

The host institution should propose an English language assessment that can be administered before the participants depart for the United States or soon after they arrive on their host campus.

Logistical Arrangements

The host institution will make all arrangements and payments for participants' housing, meals, stipends, transportation, and other major outlays.

B. ECA RESPONSIBILITIES

Specific responsibilities will include but are not limited to the following:

Application Materials

ECA will make participants' application materials available for review by the host institution.

Communications with Fulbright Commissions

ECA will be responsible for coordinating and transmitting all communications between the host institution and participating Fulbright Commissions.

International Air Travel

ECA will share participants' international travel itineraries with the host institution. The Fulbright Commissions will arrange the international travel for each participant. All travel itineraries must comply with the provisions of the Fly America Act.

Accident and Sickness Policy

ECA will enroll Institute participants in the Accident and Sickness Program for Exchanges (ASPE) program for the duration of the Institute. Prior to the start of the program, the program officer will provide the host university with contact information, website and informational brochures, claim forms, and an ASPE identification card for each participant. An overview of the ASPE program should be provided during the campus orientation. The host university should plan to distribute these materials to participants and discuss specific details about medical care and treatment during the campus orientation program.

Visas

U.S. Embassies and consulates in participating countries will issue J-1 exchange visas to all the participants based on DS-2019 forms provided by ECA. Institute staff should determine upon arrival whether any of the participants may have encountered visa-related problems (in terms of expiration dates, return itineraries, or special conditions cited upon entry) and be prepared to work closely with the ECA program officer to resolve any outstanding issues.

Washington D.C. Workshop

ECA will assist in organizing workshops in Washington, DC, at the conclusion of the Institutes. All costs for the final workshops (travel to Washington, lodging, meals) will be the responsibility of the host institutions and should be included in the proposal budget.

Participant Emergencies

ECA will provide advice and assistance in resolving participant emergencies.

Alumni Activities

The Fulbright Commission in each participating country will be responsible for establishing an alumni network for Institute participants. All participants will be encouraged by ECA and the Commissions to register at State Alumni, ECA's alumni website (www.alumni.state.gov).

PROPOSAL CONTENTS

Applicants should submit a complete and thorough proposal describing the program in a convincing and comprehensive manner. Since there is no opportunity for applicants to meet with reviewing officials, the proposal should respond to the criteria set forth in the solicitation and other guidelines as clearly as possible.

Proposals should address succinctly, but completely, the elements described below and must follow all format requirements.

NOTE: Proposals submitted through Grants.gov may only be submitted in the following formats:

- Microsoft Word
- Microsoft Excel
- Adobe Portable Document Format (PDF)
- ASCII Text
- Joint Photographic Experts Group (JPEG images)

Proposals should include the following items:

TAB A - Application for Federal Assistance Cover Sheet (SF-424)

TAB B - Executive Summary

In one double-spaced page, provide the following information about the project:

1. Name of organization/participating institutions
2. Beginning and ending dates of the program
3. Proposed theme
4. Nature of activity
5. Funding level requested from the Bureau, total program cost, total cost-sharing from applicant and other sources
6. Scope and Goals
 - a. Number and description of participants
 - b. Wider audience benefiting from program (overall impact)
 - c. Geographic diversity of program, both U.S. and overseas
 - d. Fields covered
 - e. Anticipated results (short and long-term)

TAB C

Calendar of activities/itinerary

Narrative

In 20 double-spaced, single-sided pages, provide a detailed description of the project addressing the areas listed below.

1. Vision (statement of need, objectives, goals, benefits)
2. Participating Organizations
3. Program Activities (advertisement, recruitment, orientation, academic component,

- cultural program, participant monitoring)
- 4. Program Evaluation
- 5. Follow-on
- 6. Project Management
- 7. Work Plan/Time Frame

TAB D - Budget Submission

- 1.) Budget Information – Non-Construction Programs (SF-424A)
- 2.) Detailed Budget

The budget should indicate any cost sharing in the form of in-kind or cash contributions to the program from sources other than the Department of State. See standard guidelines (PSI) in the Solicitation Package for information on cost sharing and the cost of audits.

Please be sure to include a **Summary Budget** on a separate page before the line-item budget. The Summary Budget should clearly indicate the following:

	ECA	Cost Share	Total
PROGRAM COSTS			
Program Costs Per Participant			
ADMINISTRATIVE COSTS			
Administrative Costs Per Participant			
TOTAL COSTS			
Total Costs Per Participant			

The following is a sample budget and explanation of specific budget categories and line items. Unless otherwise indicated, each of the line items should appear in the proposed budget. You are urged to be as detailed and specific as possible, adding line items if needed.

Item	ECA Funds	Cost Share	Total
I. ADMINISTRATIVE COSTS			
A. Direct costs (<i>Salaries, benefits, support services and staff</i>)			
1. Salaries (<i>Base salary x % of time</i>)			
a. Person One (<i>For each person, list institute title, e.g. Academic Director</i>)			
b. Person Two			
c. <i>Add as many lines as necessary</i>			
2. Fringe Benefits (<i>Base fringe x % of time</i>)			
a. Person One			
b. Person Two			
c. <i>Add as many lines as necessary</i>			

Item	ECA Funds	Cost Share	Total
B. Other Direct Expenses (Telephone, fax, postage, copying, printing, office supplies, etc.)			
Subtotal of Direct Costs			
C. Indirect Costs			
Total Administrative Costs			
II. PROGRAM COSTS			
A. General Program Costs (costs that do not vary according to the number of participants)			
1. Honoraria (Except for special circumstances, honoraria for speakers who are not being compensated on a salaried basis should not exceed \$250/day, per speaker)			
a. Speaker One (name; rate times # days)			
b. Speaker Two (name; rate times # days)			
c. Add as many lines as necessary			
2. Per Diem for Guest Speakers – Where Applicable (Per diem costs for guest speakers should not exceed prevailing U.S. Government rates)			
a. Speaker One (name; rate times # days)			
b. Speaker Two (name; rate times # days)			
c. Add as many lines as necessary			
3. Films/Educational Materials (Film and video rentals, educational materials and other curricular needs for the program, as appropriate.)			
4. Ground Transportation (Participant airport transfers upon arrival and departure, bus or van rentals, taxis, etc.)			
5. Co-payments for Emergency Medical Care			
6. Working luncheons / Farewell dinner (Only two events are allowable for direct U.S. government support with a maximum \$45 per event. Cost of any additional events must be absorbed by grantee institution.)			
7. University Staff Escort Per Diem Costs (Rates may not exceed established U.S. government diem rates.)			
a. City One Per Diem (please name) (Rate times # of escorts times # of days)			
b. City Two Per Diem (please name) (Rate times # of escorts times # of days)			
c. Add as many lines as necessary			
Subtotal Section II A (General Program Costs)			

Item	ECA Funds	Cost Share	Total
B. Per Participant Program Costs			
<i>NOTE: Total per diem rate (lodging, meals and incidentals) may not exceed established U.S. Government per diem rates. U.S. Government per diem rates may be found online at the following site: www.gsa.gov/perdiem</i>			
1. Academic Residency Costs			
a. Lodging (Rate times # days times # participants)			
b. Meals & Incidentals (Rate times # days times # participants. This should include a \$20/day allowance per participant for incidental expenses.)			
2. Tour Per Diem By City (In order to keep costs down, organizers may wish to house two participants in each room for the tour segment.)			
a. City One Per Diem (please specify name of city) (Rate times # nights times # participants)			
b. City Two Per Diem (please specify name of city) (Rate times # nights times # participants)			
c. Add as many lines as necessary			
3. Required Institute Textbooks and Materials Purchased for the Participants			
4. Participant Admissions (These are cultural activities planned for the group as part of the institute program, either during academic or study tour segments – please indicate cost times # grantees)			
5. <u>Optional</u> Pre-Departure Mailing (In case the host institution chooses to mail books and/or materials to the grantees prior to the program. Please specify amount times number of participants.)			
6. Participant Personal Mailing Allowance (This item should cover costs of shipping home program- related books and materials.)			
Subtotal Section II B (Participant Program Costs)			
C. U.S. Domestic Travel (Air, Rail, Bus)			
<i>NOTE: All international travel that originates or terminates in the United States, as well as U.S. domestic flights must be on a U.S. carrier, when possible. This applies to participants, university escorts, guest speakers and program grantees. Specific information on this is available in the attached PSI.</i>			
1. University Staff/Escort Travel (Please include detailed listing of airfare for the study tour – indicate fare times # staff/escorts)			

Item	ECA Funds	Cost Share	Total
2. Participant Travel During Institute (Please indicate fare rate times # participants)			
3. Guest Speaker Travel			
Sub-total Section II C			
Total Program Costs (Section II - A, B and C)			
Total Institute Costs (Sections I and II)			

Following the line-item budget, please include a **Budget Narrative** that concisely explains how costs were calculated and the rationale for including them in the budget. Your proposal should clearly indicate the number of program participants and provide an overall unit cost per participant, as well as a unit cost breakdown by program and administrative costs.

You should attempt to maximize cost-sharing throughout the program by enlisting the support of the U.S. private sector, including foundations and corporations. The Bureau reserves the right to reduce, revise, or increase proposal budgets based on program needs and the availability of U.S. Government funding.

TAB E

Letters of endorsement

Resumes

Resumes of all program staff should be included in the submission. No resume should exceed two pages.

TAB F

1.) SF-424B, "Assurances - Nonconstruction Programs".

2.) First time applicant organizations and organizations which have not received an assistance award (grant or cooperative agreement) from the Bureau during the past three (3) years, must submit as an attachment to this form the following: (a) one copy of their Charter OR Articles of Incorporation; (b) a list of the current Board of Directors; and (c) current financial statements. Note: The Bureau retains the right to ask for additional documentation of those items included on this form.

3.) **Please note:** Effective January 7, 2009, all applicants for ECA federal assistance awards must include in their application the names of directors and/or senior executives (current officers, trustees, and key employees, regardless of amount of compensation). In fulfilling this requirement, applicants must submit information in one of the following ways:

Those who file Internal Revenue Service Form 990, "Return of Organization Exempt From Income Tax," must include a copy of relevant portions of this form.

Those who do not file IRS Form 990 must submit information above in the format of their choice.

As part of final program reporting requirements, award recipients will also be required to submit a one-page document, derived from their program reports, listing and describing their grant activities. For award recipients, the names of directors and/or senior executives (current officers, trustees, and key employees), as well as the one- page description of grant activities, will be transmitted by the State Department to OMB, along with other information required by the Federal Funding Accountability and Transparency Act (FFATA), and will be made available to the public by the Office of Management and Budget on its USASpending.gov website as part of ECA's FFATA reporting requirements.

4.) Include other attachments, if applicable, i.e. the SF-LLL form, etc.

REVIEW PROCESS

Eligible proposals will be subject to compliance with Federal and Bureau regulations and guidelines and forwarded to Bureau grant panels for advisory review. Proposals may also be reviewed by the Office of the Legal Adviser or by other Department elements. Final funding decisions are at the discretion of the Department of State's Assistant Secretary for Educational and Cultural Affairs. Final technical authority for assistance awards (grants or cooperative agreements) resides with the Bureau's Grants Officer. The Bureau reserves the right to reduce, revise, or increase proposal budgets in accordance with the needs of the program and availability of funds.

The submission will be reviewed with the following review criteria in mind:

- 1. Quality of the program idea and program planning:** Proposals should exhibit originality, substance, precision, and relevance to the Bureau's mission. Detailed agenda and relevant work plan should demonstrate substantive undertakings and logistical capacity. Agenda and plan should adhere to the program overview and guidelines described above.
- 2. Ability to achieve program objectives:** Objectives should be reasonable, feasible, and flexible. Proposals should clearly demonstrate how the institution will meet the program's objectives and plan.
- 3. Multiplier effect/impact:** Proposed programs should strengthen long-term mutual understanding, including maximum sharing of information and establishment of long-term institutional and individual linkages.
- 4. Support of Diversity:** Proposals should demonstrate substantive support of the Bureau's policy on diversity. Achievable and relevant features should be cited in both program administration (selection of participants, program venue and program evaluation) and program content (orientation and wrap-up sessions, program meetings, resource materials and follow-up activities).
- 5. Institutional Capacity/Record/Ability:** Proposed personnel and institutional resources should be adequate and appropriate to achieve the program or project's goals. Proposals should demonstrate an institutional record of successful exchange programs, including responsible fiscal management and full compliance with all reporting requirements for past Bureau awards (grants or cooperative agreements) as determined by

Bureau Grants Staff. The Bureau will consider the past performance of prior recipients and the demonstrated potential of new applicants.

6. Project Evaluation: Proposals should include a plan to evaluate the activity's success, both as the activities unfold and at the end of the program. A draft survey questionnaire or other technique plus description of a methodology to use to link outcomes to original project objectives is recommended.

7. Cost-effectiveness and cost-sharing: The overhead and administrative components of the proposal, including salaries and honoraria, should be kept as low as possible. All other items should be necessary and appropriate. Proposals should maximize cost-sharing through other private sector support as well as institutional direct funding contributions.

ADHERENCE TO ALL REGULATIONS GOVERNING THE J VISA

The Bureau of Educational and Cultural Affairs places critically important emphases on the security and proper administration of Exchange Visitor (J visa) Programs and adherence by award recipients and sponsors to all regulations governing the J visa. Therefore, proposals should demonstrate the applicant's capacity to meet all requirements governing the administration of Exchange Visitor Programs as set forth in 22 CFR 62, including the oversight of Responsible Officers and Alternate Responsible Officers, screening and selection of program participants, provision of pre-arrival information and orientation to participants, monitoring of participants, proper maintenance and security of forms, record-keeping, reporting and other requirements.

ECA or the award recipient (program office: please specify which) will be responsible for issuing DS-2019 forms to participants in this program. A copy of the complete regulations governing the administration of Exchange Visitor (J) programs is available at <http://exchanges.state.gov> or from:

Office of Designation, Private Sector Programs Division
U.S. Department of State
ECA/EC/D/PS, SA-5, 5th Floor
2200 C Street, NW
Washington, DC 20037

APPLICATION SUBMISSION

The RFGP indicates the date the complete proposal is due and the manner in which proposals must be submitted. There are NO EXCEPTIONS to this deadline. For further information regarding this program or the competition, call Program Officer Karene Grad Steiner at (202) 632-3237, Office of Academic Exchange Programs, Europe and Eurasia Branch; email: GradKE@state.gov.